



Forbundet Træ-Industri-Byg

Holz-, Industrie- und Bauarbeiter-Gewerkschaft
Wood-, Industry- and Building –Workers’ Trade
Union

In cooperation with



BAT – kartellet

**The Danish Federation of Building and Wood
Workers**

National Report of the structural challenges in the wood and furniture industry in Denmark

PART III Company Profiles

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Against all odds

An analysis of the structural challenges in the wood and furniture industry in Denmark

PART 3



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1. Company profiles

The following is a characterization of the participating companies. They are in the following order:

- **Fritz Hansen A/S**
- **FLEXA Group A/S**
- **Compo Tech A/S**
- **Invita Køkkener A/S**
- **BoConcept A/S**
- **JELD-WEN A/S**
- **Rold Skov Savværk A/S**
- **Innovation Randers A/S**
- **Montana Møbler A/S**
- **Holmris Hansen A/S**
- **Brødrene Andersens Møbelsnedkeri**

Fritz Hansen A/S

Fritz Hansen produces designed, high quality furniture at the higher end of the pricing scale. There are 234 employees, the company has an export percentage of 80%, and turnover has increased by 18% from 2006 to 2007, with a total of 607 million kr.

Since 2004 Fritz Hansen has completely reorganized their strategy from being production orientated to focusing on sales, marketing and the supply chain. The customer is put in the center and they have moved away from the assumption that furniture sells itself. Investments have been made in sales, branding and advertising, more sellers have been hired, new products developed and alliances have been made with new designers. Fritz Hansen greatly emphasizes having the proper supply chain and the proper partnerships, with which they have a good relationship and close cooperation. It is essential to the company that the subcontractors can deliver good quality and are flexible. Having control of the supply chain is considered the most important thing by Fritz Hansen to be able to grow.

Lean has been implemented in the company's production division and the administration is also working towards using Lean. The goal is to reduce turnaround time and achieving lower delivery times resulting in reductions in costs. For example, they have been able to reduce time consumption on one

of the subtasks for production of a lecture-room chair from 4 days to 4 hours.

Fritz Hansen considers the involvement of employees in decision making to be a developing area for the company. Production is organized into teams that are used to implement changes and find solution models. The work is order-based and the employees take part in the planning of days off and overtime.

For the implementation of Lean, the employees in production teams have been to between 1-2 weeks training. The training in demand today is aimed more towards soft skills than before. Also, at the management level, the company has implemented a large training effort that is aimed at coaching and understanding Lean.

As a part of the company's development strategy, Fritz Hansen is ready to buy out other companies, should the right one come up. It requires achieving synergy effects that support the company strategy. They would not choose to buy a subcontractor from China or Eastern Europe because they do not focus on manufacturing. The motivation to buy out is to expand the assortment of goods or customer basis, for example by buying a company that has a collection that would create a synergy effect with Fritz Hansen's, or one that could do so geographically.

Much of Fritz Hansen's production is outsourced primarily to small Danish and Polish companies. Outsourcing is typically combined a close strategic partnership based on the same set of values for minimizing costs. Joint efforts are made to solve problems, and solutions are found. All products are still sent to the company in Denmark for assembly and quality check. In the future, however, it is possible that manufacturing take place other places in Europe other than Denmark.

A part of the production that is still done in Denmark is done at a highly technological factory with focus on utilization of new technology.

Fritz Hansen focuses on to a large extent on developing their core areas.

FLEXA Group A/S

Flexa manufactures quality children's furniture in solid wood with a turnover increase of 13% from 2005 to 2006, when it was at approx. 800 million kr. The group had 900 employees (of these 150 in Denmark) and export 97% of their production.

For Flexa, marketing, branding and global sales are in the front seat. The growth happens through establishing new stores, either shop-in-shop or on a franchise-basis. Today, the company has almost 100 stores around the world of these 66 in China. The growth potential in the US, China and the new EU countries is considered to be great. One of the company's goals is to establish FLEXA-brand products as something on all the markets the company operates in. For Flexa, it is crucial that the products have a high value and that they separate themselves from the other market, given that the supply of children's furniture is very high.

As a part of their marketing strategy, Flexa emphasizes providing furniture deals and franchisees with training as well as campaign and sales materials.

The company's goal is to own and control the supply chain from the planting and felling of the tree to the delivery of the product to the customer – from the woods to the child's room. Therefore, the company has bought up sawmills in Estonia and Russia, established factories in China, Estonia, the US and Denmark and has control of the distribution system. Expansion has been particularly significant in recent years.

Flexa has an objective to continually adjust to varying customer needs on the different markets with a global basic assortment and local modifications. The company must be flexible with adjusting to local and cultural circumstances.

Regarding new forms of organization, they are starting to implement Lean in one of the factories in Estonia. Logical efficiency and clean up are most emphasized. In Denmark, the principles of "common sense" and "logical thinking" are used. No specific model is followed.

In Flexa, there is a set of values for creating a common culture in the company. All the employees, leaders as well as mid-level management and hourly workers have been to a course on this set of values and taking it in. Also, focus is set on keeping employees informed about the development within the company.

Already in the beginning of the 1990s, Flexa began to look for partners outside the borders of Denmark. This means that, today, they have a number of steady subcontractors in Eastern Europe and China. In the factories in Denmark the parts are gathered, packed and sent to customers all over the world. Their decision to outsource is partly due to a

desire to minimize wage-costs and partly a desire to produce the product close to the customer to minimize transportation costs. The company focuses constantly on being as efficient as possible. Flexa is working on improving competency development.

At Flexa new technology is always being implemented where needed.

Compo Tech A/S

Compo Tech produces doors for kitchen and bath manufacturers in a factory in Herning. There are 45 employees, the export percentage is 50%, and turnover increased to 12% from 2005 to 2006 amounting to 48 million kr. The company has left the standard series production and focuses on individualized, customized production, where production is tailored to the individual customer. Small series are manufactured but there is nothing in storage.

The company works with subcontractors in China for volume products. However, it requires the customer to accept a longer delivery time and it is not really outsourcing the company focuses most on.

The design of the products is always being developed but the company does not have a specific development division.

Compo Tech's production is built on highly technological and advanced machines that can be adjusted in many ways. This means the company is able to delivery anything with short delivery times, which is crucial to ensure the customers production. This flexibility is necessary because the fashion for kitchen and bath doors is always changing.

Production is very dependent upon the employees' ability to plan in detail, handle a lot of information and make decisions related to many things during a work day. The work is unpredictable and the tempo is fast so it requires a high degree of adaptability and flexibility from the employees' side. The employees are responsible for optimizing processes that can be done centrally.

The work is divided into teams that help each other. The teams coordinate and systematize the work every or every other morning when it is agreed who will take care of what. The routine is a form of Lean called common sense. The employees have a big influence on the work and their knowledge is used by the machines.

Fast delivery, flexibility, the assurance of high quality, closeness to the customer and service mindedness are key words for the company.

Invita Køkkener A/S

Invita manufactures kitchens, has 260 employees at the factory in Bording. Turnover increased with just less than 16% from 2005 to 2006 when it was at 410 million kr. The export percentage is 30% at the highest.

Invita has based production on individual kitchens designed by the customer. Production is order-based and is not produced for warehouses. Neighboring markets are most important to Invita because the kitchen has to be adjusted to the customer's home.

Invita wishes to profile themselves as a luxury manufacturer of high quality and spectacular design in the upper part of the central segment. They have consciously chosen to distance themselves from the low-price market.

The company focuses on marketing and branding through strengthening the employees, consultants and stores in the sales branch. Invita-køkkenet is sold through 35 franchises throughout the country by staffed trained by Invita

Manufacturing consists mainly of plate furniture and is highly automated. At present, a new IT system is being implemented that will bring the company completely up to date with the future.

95% of production takes place in their own factories while the other 5% is produced by subcontractors in Denmark. There are no plans to establish production abroad.

A Lean project has been put into effect that has given good results. A weekly meeting is held where possibilities for improvement are discussed.

For the project a training effort was done as well as skill development for the employees. Training plans have been made for all employees and there are always 5-6 apprentices in the company. They have also experience that training new employees is very important.

BoConcept A/S

BoConcept is a manuscript holder and international distributor of a complete product line consisting of branded lifestyle products for BoConcept Brand Stores and BoConcept Studios. In the entire group, there are 765 employees of which 489 are in Denmark. Of these, 285 are employed in production while a good 200 work on tasks like concept and product development, sales and marketing, retail support and training. The turnover has increased consistently and from 2005 to 2006 the rate of increase was at 20% with a turnover of 952 million kr.

The company started as cabinet makers and manufacturer in the 1950s but has gradually moved away from the original basis. In the 1980s they began to focus on exposing the furniture in the sales division and opened the first BoConcept store in Paris. This was start of a change in course for the company that now began to source products to be able to complete their own plate furniture.

Over time more stores were opened and well over a decade later, BoConcept has grown to being represented in 47 countries with approx. 340 sales units distributed amongst 193 stores and 148 studios. The company has been through an enormous restructuring process from being a traditional dealer-dependent manufacturer to having full control of the stage of marketing.

BoConcept's vision is to be the preferred brand in interior design and to create unit entities. This means selling, for example, complete assortments for bedroom environments with furniture, pillows and other accessories. There is a lot of focus on design, combination opportunities and choice possibilities rather than just functionality. The consumer preferences are always changing, so product assortments are often changed. This requires a high degree of flexibility in the value chain.

The leading strategy for the company is focusing on logistics, retail and sales and additionally, development, support and product supply for the franchise-based dealer division that only BoConcept has as a supplier. BoConcept offers training to the store personnel, assurance of consistent and updated store concepts, marketing assistance and support in a number of other areas for the company's franchisees.

A lot of emphasis is put on short and precise delivery times. Because of this, they have built a fully-automated high-rise warehouse and distribution center in Ølgod, some years ago. The high-rise warehouse helps to ensure fast delivery times even though the individual stores do not have warehouse capacity.

The company has decided against participation in fairs because of the increasing problem with imitations.

The company still has on-site production at approx. 40% in the factories in Ølgod and Herning. Plate furniture is produced in the factories. A Lean project has also been started called "Project turn-around time". Self-managing teams have been implemented without supervisors in an attempt to optimize production. The employees have been to a course and have received the initiative well.

Before, padded furniture, office furniture, children's furniture and pinewood furniture was also produced but these divisions have been sold off and the image has been streamlined. The company has thus been consistent in its focus on core areas.

The other 60% of the company's products are delivered by subcontractors from Vietnam, China, Lithuania, Poland, Slovakia, Denmark, etc. They choose those who are best and cheapest as well as the option with the shortest delivery time to the market. Idea development takes place in Denmark so the subcontractors produce according to the drawings and designs from Denmark. At the same time the customer can choose an individual solution regarding fabric and color.

JELD-WEN A/S

JELD-WEN A/S is the new name of Vest-Wood A/S (October 2007) that produces inside and outside doors in plate and solid wood. The company's turnover has been increasing through a number of years and in 2006 was at 3.7 billion kr. The group has 4,100 employees in all, of these approx. 800 are employed in Denmark (of these 600 in production). Approx. 93% of production is exported, primarily to countries in Europe.

The company has reached its size and success through constantly buying up combined with a decision to focus the company on sales, distribution and the manufacturing of doors. The pinewood furniture production was sold in 2000, which was starting point at the establishment of the company in 1981.

The purchases have led to a spread of production units in a number of countries, so that JELD-WED doors are now produced in Denmark, Sweden, Finland, Germany, Austria, Switzerland, Hungary, Latvia and Estonia. The employees in the company were skeptic before about the relocating of production. This skepticism has now turned to welcoming and has been a natural part of the company. The employees are aware that if they had not moved out there probably would not be a

JELD-WEN today, and the relocation reduced the loss of work places in Denmark. It is primarily standard products with low complexity and high wage shares that have been relocated, while the complex production is kept in Denmark.

The reason the complex production is done in Danish factories are varied. Production in Danish factories is more flexible because the employees are trained to take on a number of varied activities and solve any problems that might come up. There is not a big distance between the management and the employees in the Danish factories and distinct self-management is used. The employees are involved in planning and organizing the work and in recent years, the distribution of responsibility between management and employee has changed significantly. Subject boundaries are not as distinct, either, like it is, for example, in Sweden and unions are considered to be good partners that actively want to take part in the further development of the company. In the factories in other countries, a more traditional management style with middle-level management leading and dividing the work is needed because the employees are not as capable of functioning as problem solvers.

The future for JELD-WEN is based on a profitable growth strategy of expanding in Europe both sales and production-wise through organic growth and buying up. The mission for the company is to be the leading and most preferred supplier of door solutions in Europe based on the group's reliability and ability to produce door solutions and service in accordance with the customer's needs and expectations.

The company offers finished product solutions in standard measurements as well as those tailored to the individual customer's demands and wishes. On the European market it is important that products and services are adjusted to the local market, given that the door industry is characterized by a number of access barriers.

JELD-WEN's products stretch from those in the lowest segment to high profile products. The company has plans to focus on marketing, especially of products on the higher end of the market. They wish to focus on design, technical finesse, a green profile and lifestyle in their marketing.

The company's production is based on a high degree of automation and investments in new technology are expected to increase in the years to come.

Rold Skov Savværk A/S

Rold Skov Savværk is a 120 year old company whose primary objective is to cut up building wood (softwood) at the two production places in Sabro and Arden. The sawmill had a turnover of a good 100 million kr. in 2006. There are 80 employees at the sawmill, of these 65 in production. Approx. 35% of production is exported. 1/3 of the wood that is chopped in Denmark, is chopped at the sawmill.

There is a streamlining process in progress at the sawmill that should result in phasing out the manual handling of wood through automation of the work processes. In this way the advantages from the series production can be maintained along with still being able to do customized production because of the flexibility and the sawmill's modest size in an international context. The strategy is to have a large volume, a low number of working hours and lightening fast delivery.

The sawmills' forte is being able to produce small amounts in other dimensions and standards so the measurements are exactly what the customer wants. They can prepare small parts of wood for a higher price than the big competitors, the Swedish sawmills, who only work with standard measurements.

The goal is to increase productivity by 8% annually while preserving flexibility. Besides automation and investing in machinery, this will also happen through an increased degree of manufacturing so the product from Rold Skov Savværk is different compared to a bulk product on the world market. The goal is that 50% of the chopped wood be finished. For example, final-adjustment units can be developed so that they go directly into the building, for example, or regular delivery of planks could be agreed upon for a certain length of time to a timber business, a door or rafter factory. Even though the product is the same, the packaging and the service can be different.

They are also trying to build production improvements through extensions to inventory control systems and user-friendliness in the IT system. The IT system is used as an active competitive parameter that supports the sellers' work and ensures that the organization makes the right decisions.

Extending the IT system is also a part of development where ordered management takes place amongst the employees in production. It is desirable in the company to get people involved in the work and take on responsibility, make decisions and react to problems on their own. As a part of this development, there will be constant skill development for the employees.

Organization of the sawmill is already rather flat

and informal and everyone has direct access to talking to the manager. Once a month a meeting is held with all the employees and they are informed openly about the company's development, budgets are followed up on and goals and strategies used. What was done well and what went wrong is also discussed and the meeting is built upon two-way communication.

The future for Rold Skov Savværk is concentrated on the inner lines and optimizing apparatus that is present today.

Innovation Randers A/S

Innovation Randers A/S produces designed upholstered furniture and has had constantly increasing turnover curves in recent years with an increase by 9% from 2005 to 2006 and 18% from 2006 to 2007. In 2007 the turnover in the Danish part of the company reached up to 175 million kr. while in the foreign parts it was 110 million kr. there are 95 employees in the 3 factories in Randers while there are approx. 400 employees world-wide. Innovation is a family-owned company.

Innovation directs itself towards the young, MTV-generation or the so-called teen segment aged 14-25. This group is overlooked and has buying power and Innovation has found a niche here that not many have discovered.

Innovation was established in 1971 and throughout the company's lifetime, strategy has changed. In 1988, the company presented for the first time a couch bed at a fair that after a lot of publicity and success was the basis for what the company is today.

Innovation is a well-known brand in Denmark and marketing is worked on extensively. In addition, Innovation's strategy is to focus on core areas: producing couch beds for the target group and at the same time being a global company with global turnover and global production.

A lot of focus is put on design and quality directed towards the middle and top layers of the market segment. They must always be thinking of renewal to survive and therefore have 5 designers employed steadily.

Besides the factories in Randers, the company has production in the US and China. The establishment of factories in these countries is due primary to the advantages tied to being close to the market, the product is being sold on. At the same time, the Chinese factories are used to produce the part of manufacturing that requires a lot of work time and that is mass-manufactured. In addition there is also a subcontractor in Poland.

The production in the factories in Randers is customized production and flexible. Every bed is different and the upholstery is individually selected by the individual customer. The hourly workers are efficient and independent, do not need much leadership and solve possible problems on their own. It is the complete opposite in China, where the work force is not capable of taking on responsibility.

At one of the factories in Randers, there are only two employees to manage the fully-automated production of futon mattresses. This production is fully competitive with the factory in China.

In the Danish factories, there is just-in-time production with a turn-around of 3 days. Production is run via a computer system by a traditional organization principle with a production manager and foreman to manage and distribute work. However, it is far from the manager to the hourly worker and the principles of production are built on common sense and focus on logistics. Production requires flexibility amongst employees that find out how to run production with hardly any interference.

The company's staff consists of a stable work force and communication is good. The company has good working conditions, a cafeteria and a well-functioning staff association.

In the company's lifetime, there have been productivity improvements via automation as well as the employees' development of experience and routine. Productivity improvements are an area that is constantly in focus just as the IT system is continuously updated.

Montana Møbler A/S

Montana Møbler produces a modular system based on shelves and storage in design and quality-like high standard that can be combined all after the customer's requests. Montana's turnover increased by 31% from 2004/05 to 2005/06. There are 180 employees in the factory in Haarby, where all production takes place. Of these, approx. 150 are employed in production. Approx. 40% of production is exported to primarily Germany, Switzerland, Holland, Sweden and Norway.

The target group for Montana's products is people over 30 in the highest income classes interested in interior design. Products are mostly sold to the private market but the office area is also included.

The company uses 100% customized production. The system is built around an individual customer who designs his/her shelves with the guidance of a distributor.

Montana's strategy is to develop the product

through the use of new materials, new colors and implementing new functions in the form of new components. A lot of focus is set on developing the way the product is presented to the customers and distributors. This is done partly via marketing and partly in the development division, which also develops new components and new ways to use Montana. The intention is for Montana to always appear fresh and young. The strategy is built on organic growth and development of the product where it is. The future will also be focused on export markets and one of the company's goals is to have a higher export percentage in 5 years.

The different markets require different methods of marketing. In Denmark and partly in Norway and Switzerland, Montana is a well known brand and it is therefore a matter of influencing the customer. (pull)

On the other markets marketing requires actively preparing the distributors because they are the ones that are going to sell the shelves to the consumer (push). Montana uses a lot of resources on training distributors to be able to advise and guide the customer so the customer gets a well thought through storage unit designed completely to meet their needs.

Key competences for Montana are logistics, surface treatments and quality. All production takes place at the factory in Haarby and raw materials come from subcontractors in Germany and Sweden, whom they have a very close partnership with.

Production has a relatively high degree of automation but there are no robots. Efficiency, flexibility and adaptability are demanded in the factory because production has to be geared to produce 3,000 different shelves per week.

As a part of productivity improvements in the factory a Lean project was started in the factory 7 years ago.

It halved the turn-around time and the warehouses in the production flow. Lean is still used in the factory.

Holmris Hansen A/S

Holmris produces interior design solutions for the office and the home, which are produced in a factory in Bjerringbro. There are 70 employees, and of these approx. 45 work in production. The turnover for the company has been increasing continuously in recent years by 7 times in just 7 years. In 2007, it was at 110 million kr. The developed in 2007 resulted in being elected a gazelle company by the daily paper, Børsen. Holmris exported approx. 3% of production to Sweden, England, Norway and Holland.

The company was founded in 1937 and built upon home furnishings manufacturing, first as single pieces then as a series. In 1999, they chose to narrow down production to only consist of office furniture. That is to say, they focused on a single core area instead of producing a large palette of furniture.

The primary products are desktops and storage furniture. Raising/Lowering boundaries in own design comes from subcontractors. They focus on the sale of a set, in which the desk and cabinets go together.

The strategy for Holmris is sales and marketing. There is also a focus on expansion of export markets and at home through sales, marketing, branding and design. There is continuously close contact to the designers. Marketing is done by establishing showrooms and campaigns rather than distributors and private means.

There is also a lot of focus on core tasks, such as assembly, quality control and surface treatment. Flexible and customer-tailored solutions as well as concept development are in focus.

At Holmris, the management's attitude is that the employees make a difference. Therefore, there is much done to ensure that there is a good morale amongst the employees and a lot of emphasis is put on a good human resource policy. There are parties, bowling, a running club, etc. The visible results of this effort are that the employees typically acquire a lot of year's seniority in the company and there are not any problems finding qualified labor.

The management style in the company is informal, also in production, where one manager is hired to manage 40 assembly workers.

The production employees are to a great extent self-directed and key words are engagement, enthusiastic, adaptability, willingness to change and flexibility.

The employees are involved as much as possible in the decision making and key words in the company are delegating responsibility. The company is also considering whether they should start a project with Lean Production

Training and competency development is primarily used in relation to the white collar staff.

There are no plans to outsource the present production to countries with low wage costs. However, some parts are manufactured by subcontractors in China and Romania, etc.

There is continuous focus on technological development and recently, the company invested in a new computer system. They are also developing a new drawing program that will ease the sellers' work as well as increase service in relation to the customers. In this way, Holmris focuses on differentiated itself from the competitors.

Brødrene Andersen Møbelsnedkeri A/S Brødrene

Andersen Møbelsnedkeri is just under 100 years old and produces furniture of high design and quality standard. The company's turnover was at approx. 50 million kr. in 2006 and has increased by approx. 20% every year in recent years. This development is expected to continue in the future. There are 55 employees, of these the majority are skilled craftsmen. 25-30% of production is exported with Norway, Sweden and Holland as the biggest export markets.

The company is built on proud craftsmen traditions, as all furniture is manufactured individually by order. The customer has a free choice in putting together a design from a classic and architect-drawn collection based on high quality.

Until 1998, the company was unknown in wider circles. At this time, they changed their strategy and got a new logo that, together with a marketing campaign, would make the name Brødrene Andersen amongst consumers. At the same time there was a large effort made to increase the export percentage and to be active on more markets with more collections.

In order to expand the customer base and become less vulnerable to fluctuations in the market in the retail trade they developed Zeta Furniture. This is a collection of furniture primarily directed towards business market. Brødrene Andersen is represented today in two different markets with two independent brands kept strictly separate. Different values and attitudes are attached to the two brands, which again goes into marketing.

Marketing of the brands is still an important part of the strategy for Brødrene Andersen. It is especially a matter of getting the names firmly tied to the products with high finish and quality.

As a part of this effort, a lot is done to prepare the distributors in relation to Brødrene Andersen's products, which takes place at Brødrene Andersen's training center. A lot of focus is still on increasing the export percentage.

Brødrene Andersen also wishes to profile themselves as an environmentally-friendly company that is continuously making environmental improvements, making process more efficient and minimizing the consumption of resources. The company is environmentally certified by ISO 14001.

At Brødrene Andersen a lot of emphasis is put on craftsmanship, solid professional ballast, thoroughness, time and not least raw materials. Nothing is left to chance when it comes to treatment of the wood. The company emphasizes training its employees and ensuring consistency in the company and in the industry by hiring a lot of apprentices. At the same time, there is a continuous effort to have the most modern and logical production machinery in the company.

The management of the company is traditionally organized by foremen that organize production. At the same time, the employees are organized into self-directed groups that take care of detailed planning. The individual employee has a lot of responsibility for his/her own work and a big influence on the development of the company. The employees are involved in product development and can contribute to improvements with good ideas. Over all, the employees' resources are used as well as possible to create enthusiasm, engagement and commitment. The company is considering implementing Lean in production in the near future.

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Appendix: Interviewees

| Company | Name | Title |
|--|-----------------------------|-----------------------|
| Fritz Hansen A/S | Thomas Touborg | Exec. VP Supply Chain |
| FLEXA Group A/S | Per Lykke Jensen | President |
| Compo Tech A/S | Bjarne Henriksen | CEO |
| Invita Køkkener A/S | Leif Nygaard | General Manager |
| BoConcept A/S | Torben Paulin | Retail and Sales dir. |
| Jeld-Wen A/S | Asbjørn Berge | CEO |
| Rold Skov Savværk A/S | Henrik Thorlacius-Ussing | CEO |
| Innovation Randers A/S | Flemming Højfeldt | Manager |
| Montana Møbler A/S | Claus Qvitzau | Manager |
| Holmris Hansen A/S | Henrik Holmris | CEO |
| Brdr Andersens Møbelsnedkeri | Jørgen Andersen | Retail and sales dir. |
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